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Executive Registry
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MEMORANDUM FOR: Chairman, Executive Advisory Group

VIA: Deputy Director for Administration

VIA: Comptroller

FROM: Harry E. Fitzwater
Director of Training

SUBJECT: Career Training Program (CTP)

11 APR 1977

The attachment contains background information on the Career Training Program. It is provided for your review prior to the Executive Advisory Group meeting on 14 April 1977.

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Harry E. Fitzwater

Attachment:
 CTP Background

Distribution:
 Orig & 6 - EAG Members, w/atts
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April 1977

CAREER TRAINING PROGRAM

Purpose: Selection, training, and early career development of a small number (10-15% of professionals hired) of Agency junior professionals who have the potential to assume top managerial positions. Supplements but does not supplant the Agency's direct hiring of professionals. Program is currently the DDO's main source of future case officers.

History: Program began 9 July 1951 - 1st class of 16 men and one woman--Program now in its 26th year. Total entered

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years, many left the Program to fulfull military obligation.

Assignments	Number	Percent	Average Age	Average Grade
DDO			37.8	12.6
DDI			36.2	12.9
DDA			37.8	12.9
DDS&T			37.8	13.1
ODCI			40.7	14.5
			37.6	12.7

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*Of this number, ☐ are Chiefs of Station or Base.
**Does not include those 50 CTs still on OTR rolls.

Selection: Via recruiters, skills bank, referrals, direct application; e.g., in CY 1976, Program Officers reviewed 800 files which resulted in 283 applicant interviews, which in turn produced 83 CTs who were accepted for further testing and interviews. After medical, psychological, and security processing, 50 CTs were finally selected for the two classes in 1976. This selectivity assures excellence.

Criteria: Primary emphasis is on personal characteristics; i.e., intellectual ability as shown by academic record, integrity, leadership ability, emotional stability, adaptability and versatility, motivation to national service and the intelligence profession, plus a demonstrated interest in world affairs. Writing ability and language proficiency and/or strong aptitude is evident.

In selecting a potential operations officer, a judgment is made that the aspirant has the ability to recruit and handle agents.

In selecting a potential analyst, we look for intelligence, writing skills, the ability to think quickly, to conceptualize, to be objective, and to work under pressure.

Training: A sequenced program of regular OTR courses (Intelligence Process, Introduction to Operations, Operational Records and Desk Orientation, Information Science, International Economics, and the Operations Course for DDO-bound CTs) interspersed by two three-month interim assignments. These assignments consist of productive jobs arranged by the Program Officers primarily in DDO and DDI offices. The CT's performance is evaluated by the supervisor.

Two classes (January and June) are run each year. Time in training totals 58 weeks for DDO officers; 41 weeks for those assigned to DDI, DDS&T, and DDA.

Typical Class:

Size	25	Military Experience	50%
Average Age	27	Internals	20%
Average Grade	9.5	Competence in one language	90%
Graduate Work	75%		
Females	20%		
Minorities	5-10%		

OTR Staff: Five professionals (two DDO, one DDI, two OTR) plus three clericals take up where recruiters stop to select, assign, monitor, and counsel CTs for up to a two-year period.

GS Grades of CTs on Duty:

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- GS-18 plus 1 EP-5	- GS-14	- GS-10
- GS-17	- GS-13	- GS-09
- GS-16	- GS-12	- GS-08
- GS-15	- GS-11	

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Current Requirements by Directorates per Year:

DDO	30	(which includes 7-10 for Pilot Program)
DDI	12-16	
DDS&T	2-4	
DDA	3-4	
Total	47-54	

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Attrition Rate: The Career Trainee attrition rate is markedly lower than that of Agency professionals. The latter runs approximately 8% per year, while the CT figures are less than 5%. The Program has literally lived up to the "career" portion of its title. Beginning with the January 1972 class through November 1976, ☐officers have entered the Agency via the Career Training Program. Only☐ of this number, or STATINTL 4.4%, have left the Agency.

Performance: The CTs over the years have created an enviable reputation as a bright, hard-working group. The CT label does not assure success, but it is apparent that success is a hallmark of those in the Program. A recent (June 1976) study in the Near East Division showed that of ☐ STAT management jobs--including Chief of Station, Deputy Chief of Station, and Chief of Base responsibilities-☐ or approximately STAT two-thirds, are occupied by former Career Trainees. Twenty CT classes, beginning with the January 1956 class, were represented in the NE field station positions covered in the survey.

The above study is typical of CT progress in the DDO. A 1975 study of CT promotion progress indicates that CTs spent less time moving from their EOD grade to their 1975 grade than non-CT professionals. CTs in the DDO reached the GS-10 to GS-13 bracket from 20 to 66 months sooner than the norm. In the DDI, the CT's advantage is not pronounced. This is undoubtedly due to the fact that his non-CT counterpart is close to CT level in age and education and is therefore a strong competitor to the CT for promotion.

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